



SRO

STATE SCHOOL REFORM/REDESIGN OFFICE

Michigan Department of Technology, Management and Budget

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Introduction:

Michigan's State School Reform/Redesign Office is seeking to appoint an individual to assume control of multiple Priority Schools for the purposes of performing a rapid academic turnaround. This document shall serve as the application. The individual selected will be appointed as a Chief Executive Officer (CEO) and may start work well before the 2016-2017 school year begins. The successful applicant for this position will act as an independent contractor for a period of three years under the oversight and monitoring of the State School Reform/Redesign Officer (SRO). It is the intent of the SRO to have the selected individual contract by early May, 2016.

Background:

Chief Executive Officers (CEOs) are individuals that offer education improvement services to manage, operate and oversee a group of chronically underperforming (Persistently Low Achieving/Priority) schools. CEOs assume all the powers of the State School Reform/Redesign Officer and are responsible for the full managerial and operational control of their assigned group of schools, pursuant to MCL 380.1280c. The CEO reports to the SRO. They work in cooperation with state, intermediate school district, and public school district and/or public school academy governance board, staff members, principals, teachers, community partners, and other providers to ensure that conditions for success and sustainability are established. A CEO is required to have a demonstrated track record in improving low performing schools or districts or the academic performance of disadvantaged students (including of low income students, English Language Learners, and students with disabilities).

To date, the SRO has designated one group of schools within Michigan (selected schools from East Detroit) for a CEO assignment. The application process to select the CEO for the East Detroit Group officially begins in mid-March 2016.

East Detroit Group CEO Application

Scope of Service:

This announcement is intended to solicit proposals from individuals that may have the expertise, capacity, and interest in serving as the East Detroit Group CEO. This document does not commit the State of Michigan, Michigan Department of Education, or the State School Reform/Redesign Office to approve a work order, pay any costs incurred in the preparation of an individual's response to this announcement, or to procure or contract for services. The SRO reserves the right to accept or reject any and all proposals received as a result of this announcement, to negotiate with any or all qualified individuals, and to cancel in part or in its entirety this announcement if it is in the best interest of SRO or the State of Michigan to do so.

The school reform plans shall be developed pursuant to MCL 380.1280c (options include, turnaround, restart, transformation, and closure plans). The CEO will be responsible for a range of activities associated with these plans including, but not limited to:

- Evaluating the current conditions of the schools and identifying areas that need to be changed, strengthened or restructured;
- Building collaborative relationships with relevant stakeholders, including constituencies within all levels of state, intermediate school district, and public school district administration, principals, teachers, education service providers, community partners, and parents;
- Evaluating the existing staff;
- Recruitment and training of key personnel, and/or education service providers;
- Participation in the design of the Reform Plan, including the establishment of due dates for key deliverables during the spring and summer of 2016;
- Implementation of the Reform Plan in school years 2016-2017, 2017-2018 and 2018-2019, with the possibility for future renewals based on student academic outcomes;
- Development and preparation of strategies and programs to strengthen school systems;
- Oversight of all operational and managerial matters;
- Negotiating with the resident district to receive the full amount of funding attributable to the students in the assigned schools; and
- Regular reporting and progress updates to the SRO.

Required Qualifications:

Applicants must demonstrate the following:

- A track record of success with high poverty and low performing schools;
- Expertise in serving English Language Learners and Students with Disabilities;
- Experience providing resources and services that are aligned with raising achievement and closing gaps;
- Ability to assess progress frequently and adapt through making mid-course corrections as necessary;
- Ability to pass a background check, including fingerprints and potential drug screening.
- Ability to communicate and work with a wide array of education stakeholders in a coordinated effort to meet education improvement priorities;
- Ability to build capacity in the schools and district for sustained improvement beyond the term of the proposed services; and
- Commitment to the duration of the assignment.

East Detroit Group CEO Application

Preferred Qualifications:

In addition to obvious formal education preferences (Master's Degree) and State of Michigan Administrator certification, the successful applicant should be able to demonstrate capacities in the following areas:

1. The ability to engage in cooperative and collaborative service settings with multiple vendors, stakeholders and constituencies;
2. A firm understanding of state and federal school law, specifically as it relates to providing a quality education for all students;
3. A strong working knowledge of and a demonstrated cultural awareness required for urban schools; and
4. If the CEO determines it necessary to hire subcontractors, the CEO must be able to evaluate relative economic value of a subcontractor's proposed services based on the rates offered, the vendor's location, and any other factors which may affect the cost of reimbursable expenses or the number of subcontractor hours/days required to accomplish tasks.

Inquiries:

No phone calls regarding this application will be accepted. If you have any questions, please send an email to DTMB-SchoolReformOffice@michigan.gov and specify "East Detroit Group CEO" in the subject line. Questions must be submitted by 3/30/2016 by 5:00 PM EST and will be posted on or around 4/6/2016 by 5:00 PM EST. Questions and answers will be posted to the SRO website: www.michigan.gov/sro, in same location as this announcement.

Submission Requirements:

Applicants to become the CEO of the group of four schools from East Detroit Public Schools must respond to the items below. Potential candidates should be aware that the selection committee will require additional information in various forms throughout the process. Additionally, for vetting purposes, a successful applicant should be prepared to participate in at least two interviews, and to provide a significant amount of personal information prior to being offered the position.

1. *Description of Turnaround Approach and Strategies (up to 3 pages)*

Although the specific strategies will vary depending on the exact needs of the district, describe your general approach to turnaround. What kinds of steps, changes and decisions would you anticipate making? What autonomies and interventions do you see as being most critical? How would you organize to support the work?

2. *Demonstrated Record of Effectiveness (up to 2 pages):*

Please provide data or measurable outcomes of previous work that demonstrates the impact on improved school performance and student achievement. Where possible, please show examples that are non-biased and measurable such as outside evaluations, quantitative (school- or student-level) data, pre- and post-test results, participant surveys, etc. Quantitative data is preferred, but qualitative data and/or case studies are acceptable.

3. *Performance Measures (up to 2 pages)*

Please provide a brief summary of the process and performance measures you would potentially use to measure success on an interim and summative basis.

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4. Personnel (no page limit)

For an individual applicant, please provide a resume or curriculum vitae. Other than the applicant, if he or she determines it necessary to hire or otherwise employ subcontractors, please identify the names and roles of the individuals or vendors who would be supporting the work in East Detroit and submit their resumes and the approximate amount of time they would commit to working in and with the schools.

5. 90 Day Entry Plan (up to 3 pages)

Please provide a short outline of a 90-day entry plan you would design and execute if you were named as the East Detroit Group CEO. You may reference additional data and/or documents about the schools or district as necessary. Sources of information include, but are not limited to, MI School Data, Michigan Department of Education, East Detroit School District, and the State School Reform/Redesign Office websites.

The entry plan should include key individuals and groups you will meet with, documents to review, and activities to guide your understanding of the assigned schools and the district. The document should also include your initial analysis regarding the following questions:

1. What are some of the district's strengths, or promising practices, that you would seek to continue and/or leverage in your role as CEO in support of the assigned schools?
2. What data trends are most concerning to you? What further information would you seek to better understand the specific data trends causing you most concern?
3. What are a few areas of concern for the schools and/or district that need to be addressed immediately? What would be your plan to address these areas of concern?

Please know that your response will be reviewed for the quality of your ideas more than for your writing skills. Please approach this as an initial outline of **no more than three pages**.

6. Budget

Submissions must include a two-paragraph budget narrative along with a detailed schedule (in table format) providing daily or hourly rates for each individual along with a description of the services to be provided at that rate. **The daily or hourly rates must be inclusive of all proposed overhead expenses and/or indirect costs such as rent, utilities, telephone and cell phone charges, fringe benefits, travel, etc.** Please submit a budget for FY16 (Approval – June 30, 2016), FY17 (July 1, 2016 – June 30, 2017), FY18 (July 1, 2017 – June 30, 2018) and FY19 (July 1, 2018 – June 30, 2019).

7. Education Transcripts, Professional Certificates and Reference Letters

Please provide copies of education transcripts, professional certificates (or other credentials) and at least three reference letters.

Responses **MUST** be uploaded as an attachment (preferably as one single file/PDF document) to an email sent to DTMB-SchoolReformOffice@michigan.gov no later than the bid closing date and time: **4/7/2016 – 11:59 PM**. Responses not posted to DTMB-SchoolReformOffice@michigan.gov by the deadline will not be considered for evaluation. **Maximum file size is limited to 10MB.**